

A DULUTH FORERUNNER

THE Credit World

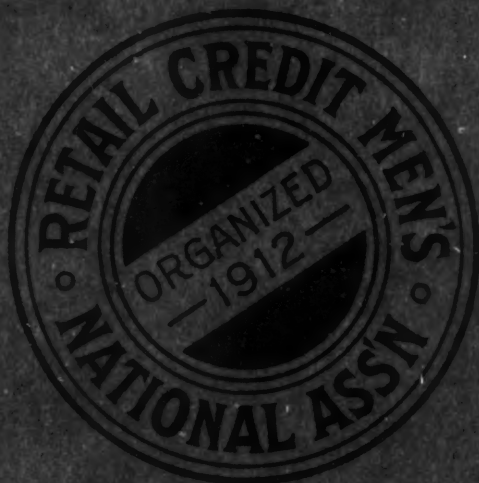
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*Retail Credit Men's
National Association*



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THE CREDIT WORLD

OFFICIAL ORGAN OF
THE RETAIL CREDIT MEN'S NATIONAL
ASSOCIATION

ISSUED MONTHLY FROM THE OFFICE OF THE SECRETARY, H. B. RICHMOND
LOS ANGELES, CALIFORNIA

FEBRUARY 1915

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ROLL OF HONOR

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Los Angeles, Calif.

Beginning with the January issue we inaugurated our Roll of Honor, and are pleased to publish additional names of such great hustlers as appear above. For the good of those who may have overlooked the January issue we state here what must be accomplished to have your name inscribed upon the Roll of Honor.

It is necessary that you send in six or more new members before the date of the next National Convention, at Duluth, in July of this year.

These Honor members will be furnished with an engraved certificate, with an expression of thanks and gratitude thereon, signed by our worthy president. Also they will be presented with one of our gold "Lapel Buttons" with the insignia of the National Association.

Now, gentlemen, show your natural worth toward having your name appear upon the Roll of Honor for March.

Your secretary offers three cheers for the hustlers whose names already appear.

EDITORIAL

SUCCESS

The one word, the greatest problem, the thing most talked of, standing forth in yonder distance like the great mountain peaks; extending its outspread arms of fortune, calling us to advance. What is it, my dear readers, what is it that we have not the sense of intuition to grasp? It's opportunity! What is opportunity? *Opportunity* is the little mountain path slowly but surely winding its way to the top of yonder mountain peak searching for the supreme goal in every man's life, "Success." It's there, awaiting your arrival, but first you must know the meaning of effort. The three distinctive features in the lives of men—Opportunity, Effort, Success.

First you must have the chance, the opportunity to do. Second, you must have, when the opportunity or chance presents itself, "The Back Bone" to put forth the effort. You must stick to the effort, laboriously pushing obstacle after obstacle out of opportunity's path until, dear fellows, the great ray of light will show itself in the so much sought after form of *Success*.

The successful man should be the "idol" of every character in the world today. Why does the world exist? It exists for the betterment and advancement of human lives. If you have encountered a stony path in your early life, don't become discouraged and worthless. Cast aside your imaginary burden and start immediately on a hunt for opportunity. It is hidden in every crevice, section and corner of this great universe. You look up to success, don't you? You admire success—but why not try yourself? Put forth the effort and it may be only a little while until you can throw your glances in a different direction than looking up to someone else. Instead, walk shoulder to shoulder with this great coveted problem, Success. Exert an effort to be part of the incoming examples of men with their lives to be looked up to, admired and praised and spent in a manner worthy of mankind.—H. B. Richmond.

THE CREDIT WORLD

The adopted or chosen name of our national bulletin—but let's say, if you please, our magazine. Bulletin, to my way of thinking, means to report. Magazine, the more complimentary term, means to publish periodically, compositions or miscellaneous papers. The first publication of this kind was in England in 1731 under the name of Edward Cave, and which is still continued—and the newest and in time to be the most important, is *THE CREDIT WORLD*. Gentlemen, stop, think, gather together, condense your thoughts of the future—what a vast amount of meaning is attached to this phrase—*The Credit World!* Will you help support it? Can't you extend to me in these enlightened times the same support and loyalty as Edward Cave received away back almost two centuries ago—when the individual had such little chance to gain knowledge, being handicapped at every turn by lack of opportunity, and at this moment the hand of your secretary is absently pleading with you to help accomplish what was successfully accomplished two hundred years ago. Doesn't it rather make you feel like you are retracing your steps backward—yes, sir, backward? Just a moment, my friends, come out of your apparent comatose condition. *THE CREDIT WORLD* must, and will live. It was born with a healthy constitution—no convalescent period, having jumped almost in a bound to the realms of prominence and note. It is a credit man's periodical. It is built to assist the credit man as a reference guide. It will contain articles of vital importance in credit department work. It will further assist you in the elimination of the deadbeat or put you in touch with some skip. Its principles are co-operation and loyalty. And if you do not tender your support you are not a good member. Send in some article for publication, that may elevate your brother credit man. Don't always wait to read other men's work. Try it yourself and see if it is not a pleasing sensation to read some of your own efforts.

Do you members, who by certainty will note this, know that not one officer in this association receives one cent of compensation or remuneration? Can't you realize what a magnificent publication we might have if you will only assist? I can't appeal to you too strongly to do something for our noble cause.

In conclusion, wish to say—Boost, *Boost*, and *BOOST* again, as the date of our Duluth convention is drawing nearer each day, and we need your assistance to gain that *TEN THOUSAND* membership, by July, 1915.

Fraternally yours,

H. B. RICHMOND.

THE BUSY MAN

This title, "The Busy Man," has been in the last few months a subject to which I have given a great amount of thought. A man may be a busy man and yet lack that spirit of the progressive man. No man in these fleeting hours and days, which seem to pass us as but a moment, when there is so much to be done—no man performs all that he plans. Why is it? "It's because" the division of time allotted to us for each and every task is insufficient to accomplish the great things which we have in mind to do. Does the *Busy Man* always do *first* that which is most essential to his welfare? Does he evenly divide his *time* to the great advantage of his future? Isn't it a fact that some things left undone and others done would gain you more, both in peace of mind, happiness and reputation? I have spent hour after hour, day in and day out, and my chief compensation is the stereotyped expression of "I'm a Busy Man." Now, gentlemen, if you will co-operate in the building up of this association the time will soon come that your troubles will be fewer, your pleasures greater, and the over-worked and busy man of today will find his cares diminishing in the fact that he has done a great good in elevating the credit man's work. Possibly not every member of this association may be possessed of the great and worldly knowledge of wisdom. Your views in an article for publication now and then will surely help some one. All the credit men of this nation are not great credit managers of temples of mercantile industry. If you are, then tell us something, enlighten us. Help put the understudy on the road to success. You can do this, and more than this, if you will only "loosen up." *Selfishness, backwardness, timidity and conceit* are all SINKERS, and the sooner you cut loose these ties of the cave man the more likely you will be looked up to as a *non-fearing* gentleman of high type, and worthy of the *greatest of the great*, the respect of every credit man in the country.—H. B. Richmond, Secretary.

THE CREDIT MAN'S MISSION

"The Credit Man's Mission" is to promote, to safeguard, to hold, the interests of his employers' welfare as the great steel doors of a banking institute safeguard the savings of thousands of our people's "earnings." The character of the man must be as flawless as the very soul of the blossoming flower, setting an example each day of your life that will eventually persuade the credit seekers to higher morals. He must instill into this same credit seeker's memory the importance of integrity, honesty, or in other words, transform his own high sense of character into the purchaser's being. The importance of the Credit Man is at this moment little known. He is practically just entering a field that is as important to the nation's welfare as the great laws that govern and prevail to the betterment of our municipality. Yes or no, from the great credit manager means fortune or disaster. Much is at stake. Your employer's welfare, his money, his very existence as a merchant rests upon the shoulders of his credit man. He pays you to know, and money does great things. He will hang on to you until he sees your judgment is badly placed, that the loss of this account or that account, or why did you not O. K. such and such. A loss of business for your firm is as important as the loss of money on a bad account. The credit man from morning to night is subject to losses. It's his chosen field of endeavor and to become efficient or 100 per cent perfect he must (pardon me gentlemen) read the Credit World. You may become a student of languages, but when you solve the inner thoughts of man, you will then become a subject worthy of a seat on the Golden Throne. Your chosen vocation is connected with the game of chance. Almost every time you pass judgment you are taking a chance. Your boss's money is at risk. Act, truthfully speaking, in the same careful manner as though you were extending a loan from your own pocket. The credit man should appreciate that with the progress of time his burdens will be lessened in view of the fact that many institutions are in sympathy with the credit manager. The reporting bureaus, the phone and the book. But the greatest of all, human judgment. After all, it's judgment. The compilers of the books, the collectors of information, the phone and all cannot save you—it's Judgment. False statements are given at varying stages of business; speculation, loss of employment, sickness and many things work themselves in between any report you might receive. So, after all, dear Credit Men, it's Judgement.—H. B. Richmond, Secretary.

"FATHER TIME"

"Father Time." Stop, dear readers, just a moment. Do you realize that the fleeting hours, days and weeks are passing more swiftly today than at any time since the period of construction of this earth? Are you accepting life's best? Are you getting the most out of these rapidly passing days? Is there a moment at any hour of the day that "Time" does not extend to you value received? Time passes never to return. It will not wait for you. Much good is done, mistakes happen, disasters occur. Move rapidly, head up and alert. A long road is life's path. Almost at times it seems impassable with its many turns and obstructions. Yet we travel along, passing many who have not grasped the meaning of Time, figuring to get there tomorrow if not today. Do it now, the national slogan of the successful man. Wasted time is wasted opportunity. A few minutes here and there will mean hours and in fact days inside of a year. These hours and days selfishly spent deter your progress. Some more far-seeing man will pass you in Life's race for distinction and note. The procession is long. The band wagons are few and Father Time, while stroking his beard and resting peacefully on his scythe, bids us to hurry. Mentally equipped as Credit Men are, abide by time and take every advantage possible to advancement.—H. B. Richmond, Secretary.

BANKER REVEALS ONWARD STRIDE OF NATION'S PROSPERITY

**Railroads Throbbing with New Life; War
Crisis Forgotten; William E. McVay
Tells Credit Men's Club**

"Prosperity is coming just as sure as the sun shines!"

With these words William E. McVay, vice president of the German-American Trust and Savings bank, brought to a climax an address on business conditions which elicited a rising vote of thanks from the 105 members of the Associated Retail Credit Men of Los Angeles last night at that body's monthly meeting in the Jonathan club.

"The railroads have begun to prosper again, which means that an industry representing 40 per cent of this country's wealth is in a healthy condition," declared Mr. McVay. "If we can only rid ourselves of the fear of a Mexican war, get our cotton to moving, and push steel back to the normal again we can be certain of prosperity in the United States.

War Factor in Question

"Of course much depends upon the European war, which is the greatest factor in the question. Something remarkable must happen soon if it continues, but thus far our bankers and financiers on this side of the Atlantic have handled every situation splendidly. Every dilemma has been courageously met. The failure of the international financial arrangements at the outbreak of the war, the blow to cotton, the closing of the stock exchanges, the disappearance of small gold—all these, and many more, problems are now not nearly so formidable as they recently appeared.

"Here in California, with the shutting off of European travel and the consequent augmentation of touring in the west, and with the resuming of more natural conditions elsewhere, there is certain to follow a period of 'good times.'"

Apartment Houses Full

Mr. McVay pointed to the fact that the apartment houses are already quite full, according to recent investigations.

President R. H. Mesick presided, and J. M. Rust of the United Oil company introduced Mr. McVay. Secretary Robert H. Cantley announced the election of the following new members of the organization: Southern California Edison company, Blake, Moffitt & Towne, and Wolf & Bean.

WORLDLY WISDOM

By TIM O'LEARY

Walking is good exercise, but it don't get you far.

Ideas are borrowed but never returned.

Watering stock is not limited to a cattle ranch.

A stupid clerk pays no dividends.

Taking a three years' lease does not mean that the store will last that long.

The other half of salesmanship consists in buying well.

The best jokes are told by the man who forgets to laugh.

More bargains are sold at an auction than are bought.

A man's income may be less than his wife spends.

It's the poor storekeeper who has a rich relation who won't help him.

"Following a procession is better than doing nothing."

THE CHARACTERISTICS OF A CREDIT MAN

By J. E. MORRISON

345 S. Spring St., Los Angeles, Cal.

You may smile when I remark that the credit man of every institution is in fact a sales manager. Every salesman knows how much the credit man helps or harms him in working up business in his territory. Therefore, this little essay is on the Credit Man as a Sales Manager and his characteristics relating thereto.

There are two kinds of credit men: One is the *negative man* and the other is the *positive man*. The negative man has an idea that his only function in life is to head off bad debts. He gloats when he kills an order and thinks he has served his house with the best kind of service. He "roasts" the salesmen because they send in orders from merchants who are not well rated in the commercial agencies. He prides himself upon the small percentage of bad debts he allows his house to make. The negative man meets a customer with a manner of an inquisitor and proceeds to place him on trial, he acting as judge and jury. Like David, he believes that all men are liars and treats them accordingly. He is proud of the fact that he has no sentiment, does not believe in friendship, and deals only in facts and cold figures. The negative credit man is a killjoy. An atmosphere of gloom pervades his office. He is nervous and irritable. He has a high voice and is a confirmed pessimist. Such drive away trade. To meet them once, means "never again if I can help it." The negative credit man is detested by the salesman and feared by the customer. He is destruction, not construction. He is sand on the wheels of commerce.

On the other hand, the positive credit man not only believes in facts and figures, not only understands the weakness of human nature, not only looks for the occasional scamp in business, not only is "next" to the over-confiding salesman, but with the wisdom of the serpent, he combines the harmlessness of the dove. His milk of human kindness has not been soured. He believes that there is good even in the worst of us. That there is some honor among thieves. He considers that it is not alone the function and aim of the credit man to kill orders that will not pay, but he takes a broader view and wider view of his field of usefulness. He knows that "Tall oaks from little acorns grow." He is a judge of character and he helps many good men, without much money, to get a start in the busi-

ness world. He not only extends credit to these men, but he helps them with advice and warnings. He acts the part of an adviser, counselor and friend to the customers of the house. His letters are written in a sympathetic, friendly tone. He may "call" a delinquent customer "good and hard" but always in the last paragraph of his letter there is something that takes the sting out of the cold facts he may have found it necessary to present and leaves a pleasant taste in his mouth. He is friendly with the young salesman and points out to him his mistakes in extending credit. He not only has, but he shows that he has, a sympathetic interest in the salesman and also in the customer.

The positive credit man realizes that dollars and merchandise are not the only assets of a business. He is aware that character and ability are also assets, and nothing gives him more pleasure than to see some of the struggling merchants whom he has helped to get on their feet, prospering and making good progress from his advice and help. His office is not an ice box. He does not run a grouch factory. When any of the heads of departments wish information, he gives it to them quickly, accurately, and as if it were a pleasure to serve them. When a customer asks for an extension, he immediately writes him for a statement of his assets and liabilities, but he writes such a pleasant letter that the customer is not offended in any way. He tells the customer plainly that he desires to help him, but that in order to do so, he must, in a sense, be a partner in his business, and if he is a partner he is entitled to know all the facts about the business.

As I write these lines, I have in mind two credit men. One of them is the negative kind, and I have described him just as accurately as I know how. The other is the positive kind, and I have also attempted to give his characteristics. One of these men every day, unconsciously to himself, is holding back the business of his house. The other man every day is increasing the sales and building up the good will of the business.

Credit men should realize that, as a basic principle, all successful business building is on a *foundation of teaching*.

A good credit man must necessarily be a *good teacher of credits*. He must not only keep his customer's account in good shape for his house, but he must use his influence and his experience to teach his customer in turn, *how to be a good credit man in his own business*. The positive credit man realizes that

the best results in business can only be obtained by "consent." In this world we cannot "compel" people to do very much. We can only oil the wheels of commerce by obtaining the co-operation and good will of those with whom we are associated and doing business. The positive credit man at heart loves his fellow man and he deals with him on a basis of sympathy and interest combined with the four big factors in extending credit—Character, Capacity, Capital and Collateral.

The reason most men do not achieve more is because they do not attempt more.

THOUGHTS

Probably insufficient attention is given by the average person to the training of their thoughts. If each of us would try to train our thoughts toward a higher theme in the performance of every action, it is evident that each of us would be better than we are.

You have not an idle moment for your brain. There are times that you may say you are not thinking, yet the subconscious element of your brain is at work, nevertheless. Let us see what can be done with thought—training. Those of you who have the peculiar habit, a seriously bad one, of speaking about persons that are not present, in uncomplimentary terms, try to guard against it. Govern your thoughts. Make yourself desist the despicable habit. If you put your will power into the effort, as you should, you will find that at the expiration of a two weeks' trial it is really repugnant to have some person's name mentioned in a disparaging manner just as a matter of gossip. There is hardly a person who cannot recall at least one of these instances each day. See if you cannot change your habit.

Another common fault with our thought system is that amusements are absolutely essential to our happiness. We talk of the ball games, tennis courts, billiard halls, bowling alleys, etc., giving one or the other of the various amusements a good share of the time that the boss pays us for working for him. Keep your thoughts on your work while in the shop or at the desk. Do not play a post mortem over a whist-hand while posting a ledger item. Nor try to figure out the odds that should be placed on Blue Gill at tomorrow's races while you are dictating a letter. Concentrate, my boy, concentrate all the energy upon the one thing you are doing. You will find it mighty beneficial in a very short time.

Keep your thoughts pure and the purity of your actions will soon become familiar to everyone without advertising.

A SHORT CUT ON TYPEWRITTEN INVOICES

The other day I happened into a machinery house and came within close range of the billing department where four typewriters were busily engaged writing up invoices. There was something peculiar, I could not tell just what, in the method the operators handled their machines. It was interesting, I assure you, so I thought a closer inspection might improve a method adopted by me some time previous. Without letting my curiosity be known I edged up a little closer to one of the operators in order to secure a better view of the finished work. Unfortunately, the invoices were turned face downward, a characteristic carefulness of the establishment, but just that precaution served the purpose of noting the freedom of the invoices from punctures, so common where periods are used in designating the decimal point, as well as punctuations.

Not being able to see the face of the invoices without assuming an inquisitive effrontery, I requested of the chief billing clerk information as to their method of invoicing. Well, the faces of those invoices were marvels of beauty. The most distinctive peculiarity was the entire absence of punctuation marks. Another, every letter was a capital. Still another, the abbreviations for such quantity designations as pound, quart, box, dozen, thousand, etc., were each on a separate key. I told the clerk that my impression was that there was a certain peculiarity unexplainable about the operation of the typewriters. He then told me that the invoice had been specially prepared by him so that every stop on each line to which the typewriter was adjusted had to have an item entered. It was next to impossible for the operator to forget to put in any material part of the invoice. The stops were used in shifting the carriage but hardly an occasion arose in an entire day's billing when the space lock was used except in the description of the article to be written in. It would have been an excellent idea to have a cut of this form for our readers, but the company was averse to the idea of having it published. Nevertheless, permission has been granted to favor individual applicants with the form as well as a more detailed description of the methods for securing best results, if they will apply to the Secretary.

HISTORICAL SKETCH

Read by C. J. Allen at the tenth anniversary of the organization of the Retail Credit Association of Minneapolis, held at the Dayton Tea Room, Dec. 16, 1914.

The history of our Association, as chronicled in the minutes of its meetings, both regular and special, makes exceedingly interesting and instructive reading, and also presents a rather embarrassing problem to anyone attempting to condense into a ten-minute paper the principal events or achievements of the ten-year period just ending.

My instructions, however, are to confine my remarks to the statistical side of the story, leaving the frills to be supplied by the other speakers of the evening, and as time does not permit of my taking up in their proper sequence the 116 meetings which have been held since the inception of the organization, I must content myself by giving you a brief digest of what has been accomplished, under various captions, the first of which will be *Our Officers*.

We have been extremely fortunate in the selection of our officers, the president's chair having been filled in turn by R. E. Esterley, C. R. Lane, R. D. Jones, F. H. Peterson, H. C. Heath, S. L. Gilfillan, I. F. Cotton, C. P. Barnum, J. G. MacLean, L. G. Wilcox, and M. J. Solon. Thos. Johnson was the first secretary and treasurer, continuing in office until 1907, being succeeded by C. J. Allen, who also held office for three years, he in turn being succeeded by C. W. Barton, who held office for two years, giving way to C. J. Allen, who resigned in favor of our present secretary in April, 1913, when the reorganization of the Minneapolis Retailers became effective. In 1908 the office of secretary and treasurer was separated, Miss M. L. Beal being selected for the latter position, which she has since held.

By-Laws: Our first by-laws were given their initial reading at the September, 1905, meeting, and were adopted at the October meeting of that year. Articles 1 and 12, relative to the composition of the Executive Committee and the date on which the amendment became effective were amended at the September, 1908, meeting. At the March, 1910, meeting the by-laws were amended by voting to increase the annual dues from \$12.00 to \$20.00. At the meeting of Dec. 13th, 1911, Article 6 was amended, increasing the salary of the secretary from \$50.00 to \$100.00 per year. Article 3, governing applications for membership, was amended at some length at the February, 1913, meeting.

Legislation: The first legislative committee was appointed at the September, 1906, meeting, Messrs. Lane and Peterson being named to take up the matter of amending the collection laws so as to make them more effective, bringing the matter to the attention of the candidates for the next legislature and senate. At the September, 1910, meeting our legislative committee was instructed to meet with the "Federation of Interest" committee for the purpose of getting the legislature to pass a law making it a penal offense to pass forged or worthless checks. As a result of the efforts put forth by the various organizations interested, such a law was enacted, also one amending the hitherto unsatisfactory garnishment law.

Delinquent Lists and Exchange of Credit Information: This Association can pride itself on the whole-hearted manner in which its members from the very first have vied with each other in the interchange of information on anything which had to do with credit extension. Our direct ledger information has been freely given, in fact, nothing has been withheld which might be considered valuable to the other fellows and of aid to them in the opening and subsequent treatment of their accounts. Since the February meeting in 1905, when it was voted to exchange lists with each other, the record has been one of steady advancement until the number of names handed in at our last meeting totaled 39—31 members reporting.

There is still room for improvement it is true, but everyone is bound to fall into line just as soon as it is brought home to him or her that it is for their best interest to do so. Too much approbation cannot be given the members of the St. Paul Association for the able manner in which they have seconded our efforts in the interchange of credit information between the two cities.

The evening of Oct. 19, 1909, will always linger in the memory of the writer as one of the pleasantest he has experienced, as he, together with Messrs. Lane, Gilfillan and Heath, were welcome guests at the banquet board of the St. Paul Association at its initial meeting.

Membership: The Association started in 1904 with a membership of eleven, and although it has been the policy not to solicit new members to any great extent, it has steadily grown until its roster shows fifty-three in good standing, representing nearly every branch of the retail trade as well as several banks. Every effort is put forth in making

certain that the firm applying for membership will prove an acceptable addition, and each application, being thoroughly investigated by a secret committee, the personnel of the membership is of the best.

Entertainment: A review of the minutes discloses the fact that our entertainment committees have not been idle, as the following synopsis will show:

July 19, 1905—Frank E. Holton addressed the meeting on the subject of "Forged Checks." Also endeavored to secure the membership of the Association for the Minnesota Bankers' Association.

February, 1906—Hon. J. T. Mannic, subject, "Garnishment."

March, 1906—First get-together meeting with our employers.

May, 1906—Joint meeting with the St. Paul Credit Men as individuals.

April, 1909—St. Paul Credit Men were our guests. Messrs. F. E. Holton, Shepherd of Shuneman & Evans, and Mitchell of Mannheimer Bros. being the speakers of the evening.

September, 1909—Messrs. Parker and Stone addressed the meeting, the former telling of his trip to the National Convention of Mercantile Agencies.

March, 1910—Joint meeting with the St. Paul Association at the Donaldson Tea Rooms. F. J. Hopkins was speaker of the evening and the contents of his "Jug" will long be remembered.

August, 1911—Joint banquet with the delegates to the National Convention of Mercantile Agencies at the Radisson, also the St. Paul Association.

December, 1911—Mr. Wyant of the Metropolitan National Bank addressed the members on the subject, "Some Ideas on Bad Checks."

January, 1912—Mr. MacLean of the Security National Bank read a very interesting paper on the "Currency Question."

February, 1912—William Howard Anderson, on the subject, "Some Things a Credit Man Should Know."

March, 1912—Joint meeting with St. Paul Association; attendance 109. Dr. Shaper of the University was the speaker of the evening. His subject, "Advantages of a Legislative Bureau."

May, 1912—Miss Stevens took the members on a delightful trip through the Holy Land.

July, 1912—County Attorney J. M. Robertson, subject, "Our Police System."

October, 1912—Mr. Wilcox, on the subject, "An Outsider's Viewpoint of Credits."

January, 1913—Messrs. Lane and Clifford. The former spoke on the "History of the Association." The latter on "Clean Advertising."

February, 1913—Speaker of the evening was Mr. C. Z. Coffin of St. Louis. Subject, "What I Don't Know About Credit."

March, 1913—Mr. J. R. Ware of the St. Anthony Falls Bank. Subject, "A Little About Credit." Mr. C. R. Lane presented with autographed testimonial.

April, 1913—Allen D. Albert. Subject, "Clean Advertising."

May, 1913—Messrs. Solon and Arthur of the Donaldson Company. Subject, "Working Details of the Credit Business Under New Conditions."

June, 1913—C. E. Hill. Subject, "Lake Street." Mr. S. H. Towler spoke on the "Trials of a Laundryman."

July, 1913—Mr. G. H. Richards of the Minnesota Bankers' Association. Subject, "Bad Checks."

September, 1913—Messrs. Gilfillan and Allen reported on the National Convention at Rochester.

November, 1913—Mr. Stein, president of the Office Men's Association. Subject, "Plans of O. M. Association."

December, 1913—W. F. Webster, principal of East Side High School. Subject, "Economic Value of School Training."

January, 1914—Speakers were Messrs. Shepherd and Hodson of St. Paul.

March, 1914—F. B. Atwood. Subject, "Collections and Collection Letters." P. J. Carter in "Chalk Talk."

April, 1914—Howard Strong. Subject, "The Regional Bank."

May, 1914—Annual Tangle with St. Paul Association at the Donaldson Tea Rooms. Speakers from both associations took part.

September, 1914—Prof. Paul Neystrom of the University. Subject, "Retail Selling." C. P. Barnum reported on the St. Louis Convention, and Mr. Louis of Dayton also read a paper on "Credits in Ages Past."

November, 1914—Mr. Coleman spoke on the subject, "Norway and Northern Spitzbergen." Mr. Taylor of the Grocers' Association also spoke. His subject had to do chiefly with the Bankruptcy and Garnishment laws.

Credit Rating Association and Rating Bureaus: To the loyalty of this Association and the support given by it, both morally and

financially, can be attributed much of the success of our present credit rating agency. Up to 1908 we had no agency worthy of the name, and in July of that year the first steps were taken towards the formation of a reliable reporting bureau. Prior to that time several attempts had been made to enlist the grocers' and other kindred organizations in the formation of a bureau of credit interchange, but with little success. In November of that year the present Credit Rating Association was organized, with F. H. Peterson as president; E. Q. Stone, vice-president, and O. R. Parker, secretary and treasurer, twenty-three members of this Association having subscribed for stock in the new venture in amounts of \$50.00 to \$500.00 each. Its board of directors was composed in the main of members from this Association, and because of the close affiliation of the two bodies the success of the enterprise was assured from the start. Although it is now a close corporation, this Association still holds \$100.00 worth of its stock.

Retail Credit Men's National Association: To our Association belongs the honor and distinction of having given the initial impetus to the formation of the National Association. At its June, 1912, meeting Mr. Gilfillan was appointed delegate to the National Association of Mercantile Agencies' Convention to be held in Spokane in August of that year, with instructions to organize a National Association of Credit Men. Such an organization was effected with Mr. Gilfillan as its president and Mr. Parker secretary, they holding office until August of this year, when they were succeeded by Mr. D. J. Woodlock of St. Louis as president and Mr. H. B. Richmond of Los Angeles as secretary. Our Association has been represented at both of the succeeding conventions and holds membership in the National for each of its members. There can be no question but that there is a wonderful future in store for the national body, though it will take time to put it on a good working basis.

In Memoriam

The "grim reaper" has thrice taken toll from our membership: G. Burton Young of the Young-Quinlan Company passing away in December, 1906; R. D. Jones of the John W. Thomas Company in August, 1907, and O. C. Brown of Brown Mercantile Company in June of this year. The older members will always remember with pleasure their association with Mr. Young, and will not soon forget his sunny disposition, his capacity for making friends and keeping them, his willingness to lend a hand and give of his best in every un-

dertaking, and all this in the face of the fact that his affliction made him a cripple and caused him to greet the angel of death as a welcome messenger indeed.

Mr. Jones was our third president and also a charter member of the Association. To you older members his memory requires no eulogy of mine. To you who were fortunate enough to be his associates he will always stand a man among men, high grade as to character, an office man of exceptional ability, one who was accustomed by right of conquest to occupying a very large niche in the business with which he was identified; in his church and social work—in fact, in every phase of public life with which he had to do.

Mr. Brown was one of our newer members, and owing to ill health was not able to take an active interest in the work of the Association. Those of us who were thrown in touch with him miss his genial companionship and his quiet interest in our meetings when able to attend.

In conclusion, I wish to express my regret that I have been obliged to pass up a great many items of interest for want of time in which to relate them. I wish, however, in closing, to urge the membership to more hearty co-operation with the secretary's office, as you will get from it in proportion to what you put into it—at least that has been my experience, and I believe it has been the experience of others of the Association who have been wise enough to give it a trial.

ATTENTION OF THE ADVERTISING MANAGER

GENTLEMEN:

This is a co-operative organization of the retail credit men of the United States. Their desire is to have your careful consideration of this magazine as one of your mediums of publicity. Your favorable decision will be naturally beneficial, we are certain, as patronage will be extended those who patronize.

The enclosed issue of the CREDIT WORLD is an indication of the advance which this association is making towards a membership of vast proportions.

Our January distribution was in excess of 2500 copies, and every copy went into the very hands of a sound-headed business man. That is the one your advertisement should reach.

Our growth is proceeding rapidly, and we will have a circulation of TEN THOUSAND before July, of this year.

The rates—Full page, \$25.00; half page, \$12.50; quarter page, \$6.50 per issue, with a

reduction of 20 per cent. for a year's contract—should bring you better results than a like amount expended through any other medium.

Please give this a trial and be convinced.

Sincerely,

RETAIL CREDIT MEN'S NATIONAL
ASSOCIATION.

H. B. RICHMOND, *Secretary.*

DISPENSING WITH BOOK ACCOUNTS

By J. M. MEINHARDT
Los Angeles, Cal.

In one of the western cities there is an effort being made to dispense with individual firms keeping book accounts, thereby dispensing also with the credit manager. It should be of interest to every credit man of our organization to know how this is to be accomplished, and I shall therefore set out such facts as have come to my knowledge, leaving you to judge the feasibility of such an operation, and, furthermore, desire such criticism as you may desire to have published through this magazine.

It is proposed to secure fifty of the leading merchants of the city and form a corporation to act as a clearing house. The function of this clearing house is to become the credit manager of all the places of business who become members of an organization that will be known by some designation. The clearing house will issue coupon books to such persons as meet the approval of the organization. Some can secure them on credit, to be paid for as per arrangement; others must pay cash for them. Suppose John Smith should request a coupon book. His antecedents are investigated and if found worthy of having credit extended to him, a book is sold upon credit. Should he be found an unsafe risk it will be necessary for him to pay cash for the book. Upon all books sold for cash there is a discount of two per cent. These coupon books are used as purchasing medium in all stores which are listed in a convenient place in the book. The merchants receiving these coupons present them to the clearing house and receive cash for their face value, less five per cent.

The business houses, who are members, have a signed contract which forbids them extending credit in any way upon pain of forfeiture.

It is agreed that by the establishment of a principle of this character that all business done is a cash business. The clearing house, as you should discern, is the prime object in the entire scheme. Should they sell all coupon

books for cash only; should the business houses fully comply with the terms of the contract, then it would become a strictly cash business.

Why can not a proposition of this kind be put into effect?

My answer is—selfishness. The average merchant is too avaricious to think that he would be benefiting himself if he were benefiting anyone else with his own actions. In my own estimation there has been nothing that has been brought to public attention which would so securely safeguard the merchants against losses as this one.

Some of those whose attention has been called to the scheme have found cause for criticism, but upon careful consideration of all matters, have felt satisfied that it can be successfully operated if—. Now *what if?* It is the same old theory of failing to believe the sincerity of the other fellow. What would one do if another failed to join. Take for instance the department stores. Let us assume there are five in the city. Four of these see that there might be immense advantages to the operation of the system. Number Five has a different opinion. No argument can change him. So, what happens? The other four have not the true independence of action as should govern their conscience, but selfishly believe that the one who will not accede will secure the patronage of every good customer of all the rest of the stores, as well as keeping his own. Now, would that be the true state of affairs? Hardly. When you can save your company a large percentage on its operating expenses; if you are satisfied with the same percentage of profit as your competitor, it will not take long for the average consumer to find out that your prices, on the average, are less than your competitor's.

Have you ever noticed the cash groceries? By cash groceries is meant those that do a strictly cash business. Absolutely no credit. If you have, you will find that their stock is cleaner, their prices are lower, service better; superior in every way to the one which has credit accounts.

One of the common objections is that a charge of cashing coupons at a five per cent. discount is too great. But, let me ask where is the business man that would rather have miscellaneous accounts aggregating \$1,000.00 rather than \$950.00 in actual cash for the merchandise sold.

It has been told me, and there is reason for believing it, that wholesale merchants, manufacturers, etc., who have looked into the merits

of the proposition, state that it is the best that has ever been brought to their attention. They have claimed that with its operation they could easily allow merchandise to reach the consumer at twenty per cent. less than is being paid at present.

This is just about as it was related to me. Whether there is merit in it or not, will such members as feel inclined please debate upon it through these columns?

DON'T DECEIVE YOURSELF OR BE DECEIVED

By J. E. MORRISON

345 So. Spring St., Los Angeles, Cal.

Dear Businessman and Fellow-worker:—

Many people understand the truth of Christianity and profess a certain popular faith in Christ. They are seen in regular attendance at church; they do certain acts of charity; their moral life is irreproachable; people of kind disposition, very generous to the poor, and with all this they have never seriously asked themselves, "Am I truly a Christian?" They think themselves better than others, confessing God publicly, and no one can accuse them of moral wrong. In consequence their conscience is at rest; they have a very good opinion of themselves and they hope that in their case nothing more than strict morality is required of them to become good Christians sooner or later. They may believe they are such now.

No one can live in a more dangerous state than this; and the saddest part is that the man or woman is not in the least alarmed and glides smoothly along until they slip into eternal ruin. They think themselves on the road to Heaven, and never realize their error until they fall into Hell.

To live thus, "almost a Christian," and to die in this condition is to have your lot among the lost—for before God there are only two classes of people: those who are in Christ and those who are not.

Those who are in Christ are saved, but those who are not are lost.

When God sent his judgment on this earth in the days of Noah, each one was found in one or two places: either he was in the ark or he was out of it; a man could be very near it, but if he was not IN the ark he was lost.

Also, when the judgment of God fell upon Egypt, all the inhabitants of the land were in one or two conditions: either under the blood of the Lamb (by which God chose to deliver them), or they were not. If the Angel of Death saw not the blood on door-posts and the lintel, the judgment of death fell upon the house.

Now, dear friend and fellow businessman, apply these examples to yourselves. Are you still exposed to judgment? Are you in the Ark of salvation, Christ Jesus, or out of the Ark? It is absolutely sure you are in one place or the other. There is no half-way.

There are no half-Christians, but one can believe in Christ as the Son of God without giving Him his confidence or his heart. One can hope to be a Christian sometime in the distant future, but that time may never come.

To become a real Christian you will not be content with a hope or an intention—you must have known your danger and have taken refuge in Christ.

Are you in Christ? You may ask, dear friend, how can I know? If you ask that question with a true desire of knowing the truth, here is your answer from God's own Word.

First. A Christian is one who has peace with God through our Lord Jesus Christ (Rom. 5:1). He has learned what the nature of sin is; he knows that God is infinitely holy, and cannot lightly overlook evil; he knows that nothing unclean may stand before His Presence; he knows that a sinner cannot present himself to God as righteous. However, he knows himself guilty and casts himself in the arms of the Saviour "Whose Blood Cleanseth From All Sin" (1 John 1:7).

Second. The Christian loves God; he believes that God so loved him that he gave his Son to be the propitiation for his sins; so he loves God as his Father, and trusts Him as his Almighty and Eternal Friend (1 John 4:10).

Third. The Christian loves the Lord Jesus Christ as his Saviour. When he thinks "Who loved me and gave Himself for me" (Gal. 2:29), his heart goes out to love Him in return. He tries to please Him in all ways, in thanksgiving for His wonderful grace and forgiveness.

Fourth. The Christian is a man born of God (John 1:13); he is a new creature (2 Cor. 5:17); his soul is a dwelling place of divine power that makes him hate sin and love holiness. He has new interests and new affections, and as he loves God his Father, he is drawn towards the children of God because they are His children (1 John 5:1). His heart goes out to sinners longing to bring them also to the loving Saviour.

Reader, with this test before you are you a Christian? May this help you to see your true position before God. May he save you from deceiving yourself or being deceived any longer about a question of such infinite importance and bring you to Himself.

DEADBEATS AND ARROGANT RICH

Are Carried on the Backs of Folks Who Pay Their Bills

There is one feature of our credit system that adds materially to the cost of living which might be removed. The ninety-seven persons in one hundred who pay their monthly bills promptly carry three who systematically defer or avoid their debts. There is a small class who live by their wits in an expensive style because they have nothing but their wits to live on. They impose by an appearance of wealth, and if denied credit in one store go to another until their career is ended. But according to the report of a New York grocer who caters to "high class trade," equal trouble is caused by a few very rich people, especially women, who have the idea that to pay no attention to tradesmen's bills adds to their importance by showing that they are so superior to the common run that it is unnecessary to regard the rights of others. Should they be threatened with legal proceedings they pay, and do all they can to injure the business of their creditor. As their social influence is considerable, their resentment is feared. The grocer in question states that he is carrying large sums on his books which he never expects to be paid till a death compels the settlement of the estate. Another merchant, dealer in men's furnishing goods, says that when a certain young man, in receipt of an income of over \$100,000, comes into his store he waits on him personally and adds from fifty per cent. to one hundred per cent. to the price of everything ordered. In this way he expects to come out about even, and takes the chances of his customer's bankruptcy.

Both these classes, the "deadbeats" and the arrogant rich, add materially to the middleman's expense, which must be made up by those who pay their bills promptly. It seems strange that anyone should be willing to eat or wear what belongs to another, but human nature is a mixed compound and embraces all sorts of specimens. It would seem as if a discount for cash to prompt payers might cure this evil, combined with enforcement of interest on deferred accounts, but the credit system is so convenient to both parties and competition for custom is so intense that it is doubtful if any such plan would be generally adopted, and merchants must go on charging their prompt payers extra prices to make up their bad and deferred debts. The old rule, "pay as you go, and if you can't pay, don't go," is

the honest rule of life, and it would be better for all of us if it were universal. To withhold the money for a just debt when you have it, merely to show that you are superior to a dun, is as bad as to obtain goods under false pretenses.—*Hartford Times.*

DON'T BE A PESSIMIST

Don't talk hard times or poor collections. We must have a few dark days but the clouds of unrest on the business sky are disappearing and the sun of prosperity will shine with double strength.

Regardless of wars, tariffs and politics, this will continue to be the greatest nation in the world.

If your business is builded right you need not fear a few dark days—you are like the man with a savings account. But if you are building on sand and taking gamblers' chances, you can not stand the strain.

THE COST OF RATING BOOKS

By W. V. Sims

Perhaps the greatest single item of expense to the Mercantile Agency or Credit Association maintaining a rating system is the publication of the Rating Book. Mr. Sims of the Credit Reporting Company, Colorado Springs, Colorado, has found a way to cut the cost. The Multigraph is the answer.

This company publishes annually a Merchants' Credit Guide of 366 pages, and with a total issue of 200 copies. The pages are 6 1/4 inches by 9 1/2 inches. The book is arranged in loose-leaf form and the same binders are used from year to year.

The cost for setting, running and distributing is 40 cents per page, or \$146.40; paper cut and punched, \$1.00 per thousand, or \$36.60; ink for entire job, \$1.00. A total cost of \$185.00 for 200 complete books of 366 pages each. Compare this with what your printers charge you.

This job is actually printed on the Multigraph equipped with a two-roller ink attachment. The investment is \$367.00, which includes two fonts of type, one typewriter font for use in circular letter work and used with the ribbon, and one elite font for general use with two-roller ink attachment. In addition to the saving in printing reference book, there is a greater saving in the printing of office forms and envelopes.

"Don't get discouraged on your upward climb. Even the elevator has been known to get stuck between floors."

DULUTH THE 1915 CONVENTION CITY

By GEORGE D. MCCARTHY

Assistant Secretary of the Commercial Club of Duluth, Minn.

"Duluth! The word fell upon my ear with peculiar and indescribable charm, like the gentle murmur of a low fountain, stealing forth in the midst of roses or like the soft sweet accents of an angel's whisper in the bright, joyous dream of sleeping innocence."—*From J. Proctor Knott's Speech on Duluth.*

It is time for the members of the National Retail Credit Men's Association to look forward to the annual convention to be held in Duluth.

"What manner of city is Duluth?" is a question naturally arising in the minds of members of the Association who are not familiar with the city. Undoubtedly many members have visited Duluth; unquestionably all have heard of it, and it is to be hoped that after this year's convention all not now numbered among those who have visited the city will have graduated into that class.

We in Duluth believe that the Association could not have selected a more fitting setting for their 1915 convention. Duluth has charms to attract if those charms be but known, and we hope that they will be brought to the attention of all members before convention time.

The convention will be held at a time when most of the country is superheated. One may know that at that time in Duluth one may find cooling breezes, solid comfort in brightest sunshine and refreshing sleep at the end of the busy day. Summer days are cool and fair, and summer nights are a delight in this city on the shore of Lake Superior.

Never was convention disrupted by the influence of heat in Duluth. Business sessions are conducted with snap and enthusiasm that are impossible where enervating heat waves are holding sway. Duluth thermometers have a most decorous brand of mercury, that doesn't flirt with the top of the tube.

And then when the business sessions are over and the members have time to turn to the lighter if not pleasanter side of the convention program, there is so much to see and so much to do, and so many people to insure that the visitors see and do it all!

There is the boulevard drive for instance, a drive unexcelled in America for charm of rugged scenery. There are the parks, and the beautiful St. Louis river, and the broad ex-

panses of cool, fresh Lake Superior, and the great elevators, and the massive, efficient coal docks, and the ore docks—all to be seen and enjoyed. Even the docks are to be enjoyed, for they are wonderful indications of commerce on the greatest of inland harbors.

Duluth stands at the gateway to a district in which nature produced some of her masterpieces of scenic beauty. The city is built upon a hill which slopes gently to the shore of Lake Superior. The end of the lake is enclosed by a narrow strip of land extending from the Minnesota to the Wisconsin shore, forming a natural land-locked harbor. The boulevard circles the crest of the hill, 800 feet above the lake, and from it one may view in panorama the city, the lake, the bay and the Wisconsin shore receding in the distance. Like pendants from a necklace, the parks of the city, glens in all their pristine beauty, with little streams tumbling through them, extend from the boulevard to the lake. The parks are thickly wooded, but they have been left largely in their natural state, improvements being made only to facilitate enjoyment of the work of nature. The very ruggedness of the natural scenery is the chief charm of the park system.

In its material features Duluth makes a particularly strong appeal.

Duluth's landlocked harbor has a shore line of forty-nine miles and an area of nineteen square miles.

The country around the city produces three-fifths of all the iron ore mined in the United States each year.

From early in April until early in December a steamer enters or leaves the harbor every twenty-two minutes, and the total seasonal volume of tonnage is second only to that of the port of New York in the United States.

Working simultaneously, the coal docks in the harbor of Duluth have an unloading capacity of 128,500 tons in ten hours, and 10,000,000 tons are unloaded yearly.

If the ore docks in and around Duluth were placed end to end, they would make a dock over four miles long.

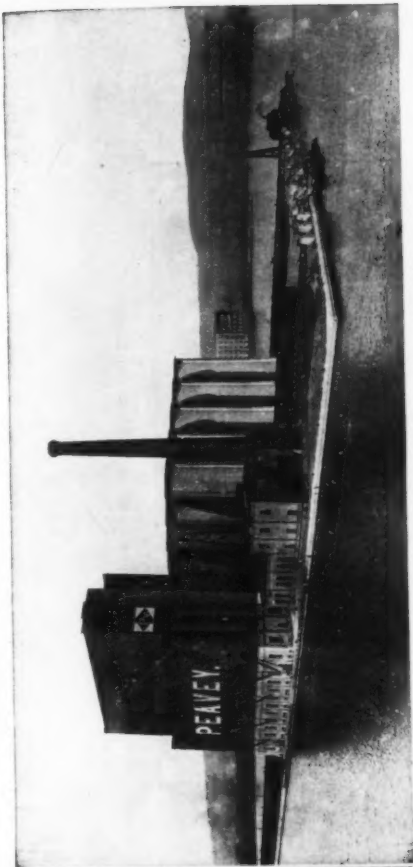
Every year more earth is moved on the Mesaba range in open pit iron ore mining than was moved in any one year in the Panama canal construction.

The United States Steel Corporation is building a \$20,000,000 plant within the city limits of Duluth, and in connection with it is building a model home site that marks a new advance in industrial home sites.

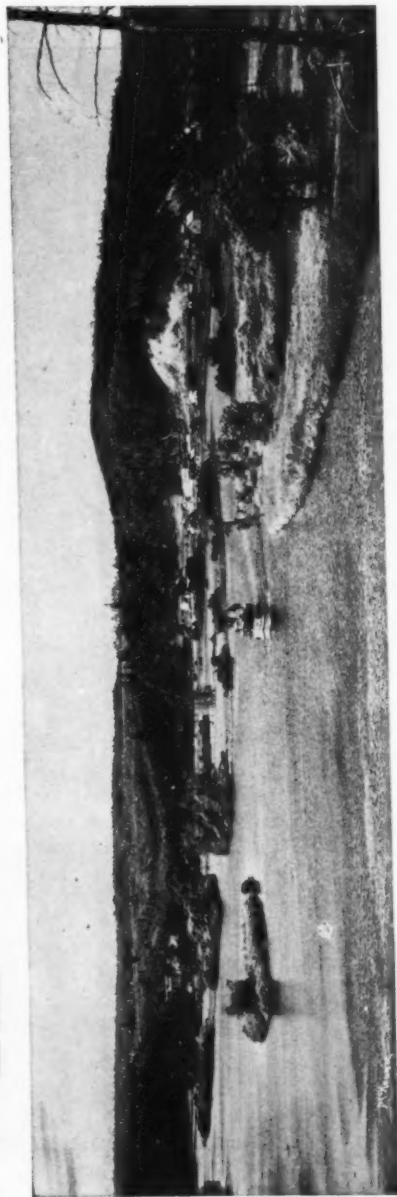
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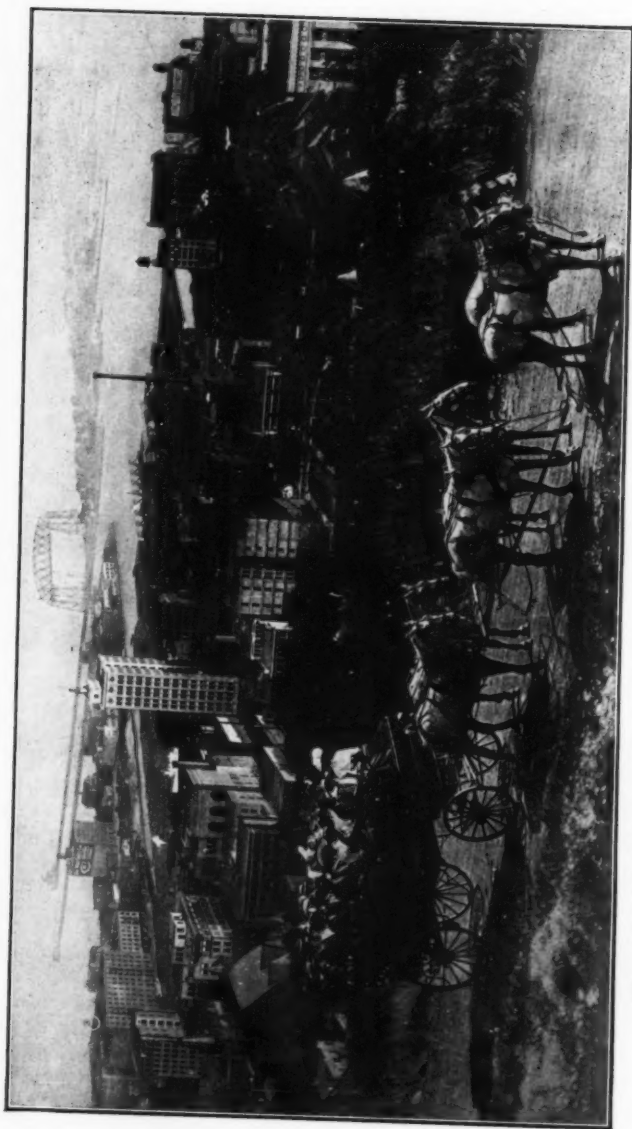
A section of an open pit iron mine on the Mesaba range near Duluth



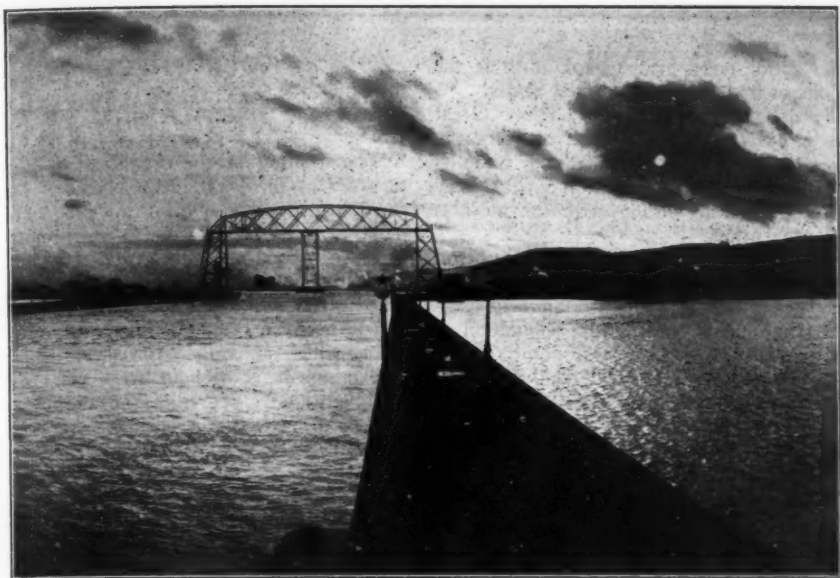
A grain elevator in the harbor of Duluth



View on the St. Louis river near Duluth



View from Duluth's famous boulevard, with the entrance to the harbor and the aerial bridge in the background



Entrance to Duluth's harbor by moonlight, showing the aerial bridge with the car ferry partly across the canal



View of part of Duluth's wholesale district

The aerial ferry bridge at Duluth is the only one of its kind in the United States.

The delightful water trip on the Great Lakes is open to Eastern credit men for the journey to Duluth, and whether they come by water or by rail the convention visitors may combine a pleasant outing with the business of the convention.

Of course the Duluth credit men will be on the job to see that the visitors enjoy themselves. They will lead an entertainment committee that consists of the entire population of the city. Duluth is famed for hospitality of the hearty mid-Western kind, and the Association member who doesn't make the 1915 convention will regret for all time his omission.

A GOOD NEW YEAR'S THOUGHT

The following is a letter received from a very progressive clothing house—one that holds up the prices, makes a reasonable profit. The thought is one of the many ways they have of holding their customers as it is practiced as well as preached:

I wish you a

Happy New Year!

And send just a little thought for 1915:

—while not relaxing keen discernment let us all try to make every man we come in contact with a press agent for the house we represent. —let us look at things with his eyes, and remember that no matter how just may be our cause a situation is never helped by hurting the feelings or stirring up a man's antagonism toward our institution.

IN TROUBLE

"I understand young Scribbleby is in serious trouble with the United States postal authorities."

"What's he been doing?"

"Oh, he mailed one of his stories to a magazine, and marked it *first-class matter*."

AN AWFUL MISTAKE

"That was an awful mistake the surgeon made. The man he operated on didn't have what he thought he did."

"Didn't have appendicitis at all, eh?"

"Oh, he had appendicitis, all right, but he didn't have any money."

THE CASH ARGUMENT

He (in their new home)—Do you know, I can hardly believe that we are really and truly married.

She—Glance over those bills, dear, and you'll have no doubt whatever.

"A PROPHECY"

By L. G. WILCOX
Minneapolis, Minn.

(Continued From January Issue)

The meeting of the organization is called to order by third President MacLean (called third because this is his third time of occupancy), who takes occasion to protest the rates of Harker's Credit Service as scheduled for 1925. An enjoyable program is then rendered, after which a three-round boxing bout is held between Geo. H. Capper and Geo. H. Root, which is really enjoyed by all. The entertainment is brought to a close by the reading of a report from the auditing committee through the chairman, Mr. C. A. Peterson. So much for dreams.

Six years ago tonight was the first of the retail credit men's meetings, it was my good fortune to attend. At that time the organization, only four years old, had a membership of nineteen. The growth in membership and usefulness is attributed entirely to the broad, clear principles upon which the platform of this association is established and is directly due to the forceful, logical and earnest effort of that original group who made the organization possible. During all my connections with this body, I have never known or heard of one single proposition on which the action had not been that of forceful and intelligent co-operative effort, and I predict that if we are spared those same wise clear-headed gentlemen who have been the wheel horses, the moving factors in this, the most successful organization of retail credit men in the world, the ten years to come will find the credit system of Minneapolis a marvelous combination of effective, co-operative, efficient, business policy which will be a beacon light to the business world for many years to come. Already we have fathered the National Association which has passed the infancy stage and is now assured.

The surface of credit development has only been scratched, however, and the next ten years will be prolific of many things good, if we only make use of the God-given energy that we all possess.

No good thing is accomplished without work. Work is a synonym for many sorts of endeavor, but the skilled workman is the man who knows the proper admixture of head and hand work. Perhaps many of you are laboring along, too busy to think of outside things, too busy in some instances to take your proper period for lunch and recreation. Think a moment if perhaps some of the smaller matters

of detail could not be entrusted to a subordinate and you be better occupied with plans to increase your efficiency in larger things to your house. Try this, and if it works, then try it some more. There can be seen in the future ahead only a rosy glow when one considers this organization, and I only hope to be one of those fortunate enough to be here to enjoy it.

I have exceeded my time, but cannot stop until I quote a couplet from my favorite author, Chris Krinkle:

"I wish you a Merry Christmas,
A Happy New Year, too;
Good store of cheer throughout the year
Good luck in all you do."

LOTS OF THEM

A youngster of three years, the "junior," of a prominent Hartford attorney, was musing the other day over Washington's birthday.

"Mamma," he said at last, "there's a heap o' Georges, ain't they? There's George Washington, and me, and Pop and George the chauffeur."—*Michigan Tradesman*.

THE VERY FIRST ONE

The visitor in the historical museum gazed curiously at a small feather pillow which nestled in a glass case.

"I don't see anything unusual about that pillow," remarked one of the visitors, turning to the guide.

"It's a very valuable pillow," replied the guide. "That is Washington's original headquarters."—*Lippincott's*.

WEDDED TO HIS WORK

"So you hope to marry my daughter and succeed to the business?"

"Yes, sir."

"You don't toil to suit me, young man. Suppose you marry the business first and then maybe you can succeed to the daughter."—*Kansas City Journal*.

WOULDN'T WORK TWICE

"Hello! Just the man I wanted to see! I was just telling friends—or trying to tell them—that story you told me last week, but I could not begin to make it as excruciatingly funny as you made it. Come on, tell it to them."

"I can not tell that story again until—"

"Until what?"

"Until you have repaid the \$5 you borrowed from me the last time you laughed at it."

THE BETTER LETTER

By F. F. FRANK

When you open the mail in the morning, you often find that it has several letters of that clammy coldness, those that make you think that there are just about two people on this earth worth while living for—these are the kind that this article will not deal with.

What it will try to tell you is the really bright, cheerful letter that makes you want to shake hands with the party who wrote it.

A careful study has been made by me of the results achieved by the different classes of letters, written by the various employees of the corporation by whom I am employed. The results are simply amazing. There was a young lady, not having any previous experience in the art of letter writing, except that usually taught at schools of stenography and typewriting, who was told to write a few letters by an equally inexperienced office clerk. The clerk did not dictate the letter, but simply told the young lady to write so and so. It is true that this procedure was against all rules of the corporation, yet the infraction was excusable, to a certain extent, because neither had been instructed upon the general routine of such matters. It came to my attention late in the afternoon, when I recalled that the several letters given to the clerk in the morning had not been replied to by me. It was this inquiry which resulted in ascertaining the above facts. When the copies of the letters were handed me it almost took my breath away to see the carefree—almost affectionate—manner in which they were written. My first impulse was to serve a severe reprimand upon both parties implicated, yet, somehow, something seemed to hold my tongue upon an instant resolve to see the results of the infant-like effort.

Within a week the replies to all the letters had been received and they were so different than usually catch the eye of the average business man. In the first place, there was a certain personality about them which was comforting. In the second place, the desired results had been secured in each instance. In the third place, I resolved to try a new scheme in the correspondence department. My resolve was to try the various people in the office in the framing of letters upon each of the topics which most frequently required replies. The importance of the inquiry determined the number of styles of replies for that particular subject. In some instances, there were five frameups upon a single topic; in others there were as many as fifteen. All inquiries and

replies were carefully tabulated, so that in from twenty to one hundred inquiries upon various subjects I had an assortment of the best pullers reserved, casting out the ones which did not bear results. It mattered not to me about my own opinion; I wanted the reader's. My best way to get judgment was to try them out.

These pulling letters, or paragraphs, as they are more rightly called, I have framed up in multigraph form, so that there is never any misconstruction of meaning, due to possible typing errors. The greatest care is used to see that everything matches up to a queen's taste in order that the recipient can tell it from a personal letter with great difficulty only. The spacings are absolutely correct; the ribbon ink matches perfectly, and even in the multigraph paragraphs the individual's name appears; occasionally more than once.

Somehow, it is very hard to impress upon the ordinary typist the care to be exercised in being very careful in filling in the proper matter in the multigraphed paragraphs. Constant caution must be exercised to see that everything matches correctly. The principal reason for this, from my observations, is that it becomes monotonous to put these fill-ins upon letters all day long, and this causes carelessness.

In all of these letters and paragraphs there runs a strain of personal chatter, one might say, which appeals strongly to nearly every reader. It is immaterial whether the letter is one of acceptance of an offer; rejection of a proposition; request for an inspection or anything else, they have that tenacious power of pulling a reply; that expression of opinion, which is what we all are trying to get when we write a letter.

Before the adoption of the method described I recall how curly some of my previous efforts were treated. Often the original communication being returned with such brief remarks as "Not interested," "Take up with me about March 1st," etc. You all know how they come back at you, and how exasperated you feel when they do.

One thing in particular to which your attention should be called, and that is the different moods you find yourself capable of. You know yourself well enough to know that at times you can dictate to your stenographer a meritorious letter, really beyond your ordinary ability. At other times the words come as through a heavy mist. That being the case, does it not stand to reason that the best effort is not always available for the purpose?

Another caution, one to be seriously guarded against, is not to think one's own ideas, in letter writing, as well as anything else, are superior to any others.

You will find the replies rather amusing quite frequently, as it seems as though the writer is a life long friend of yours. His familiarity becomes spontaneous. It makes friends—what we all need, but of which we all have too few under the most favorable conditions.

One last caution. In explaining any detail, do it fully; rather overdo it than cut it too short. The recipient can read your thoughts only so far as you make them into written expressions; no further. Do not leave anything for inference, but come right out in the open with a full explanation. Write the truth—the truth—the truth.

NASHVILLE LETTER

Nashville, Tenn., Dec. 26, 1914.

As most of the stores in our city closed Thursday night and will not be opened to the public until Monday morning, hundreds of appreciative employees are enjoying three days of well earned rest, and while I rest, will try to get a few things out of my system.

The first thing is, I want every member of the Retail Creditmen's National Association to get busy and help our worthy secretary roll up our membership to the point where we will be a power for good in the Commercial World.

Some of our members write me the Retail Credit Men of their cities belong to the National Association of Wholesale Credit Men and are slow to join the Retail Creditmen's National Association.

I can't see why a Retail Credit Man, who is a member of the National Association of Wholesale Credit Men will refuse to become a member of the Retail Creditmen's National Association.

I don't see how a Retail Credit Man can go to the Wholesale Credit Men's meetings and read their literature without becoming convinced that a Retail Creditmen's National Association is necessary for his progress, as it is for every Retail Credit Man. Being a member of the Association of Wholesale Credit Men in my city convinced me more than anything else we retailers were in need of an Association of our own, and to accomplish what they have, we must build up a big National Association. Don't think for a moment I would say a word against a Retailer being a member of the Wholesale Credit Men's Association. I belong to them, and think it will

help every Retailer to hold a membership in their Association, but by all means be a member of the National Association of Retail Credit Men.

There is no Association, to my mind, doing more good in the Commercial World today than the National Association of Wholesale Credit Men. Let us help, and take care of our end, by building up an Association of Retail Credit Men as strong, if not stronger.

As Retail Credit Men, we can get much good from the Association of Wholesalers, but we need more than they can give. Every city needs an Association of Retail Credit Men to take care of matters pertaining strictly to the interests of the Retail Credit Men.

Do you go to the same source for information, in passing on risks, as the wholesaler? I think not.

It is true that most of us subscribe to Dun or Bradstreet, but in nine hundred and ninety-nine cases in a thousand, we depend on our local Association or Agency to furnish us reports.

The reports we require are so different from the Wholesaler, so are many other things.

There is certain legislation we need and must get together, if we get it, that is of no interest to the Wholesaler.

The Wholesale Credit Men organized and with the co-operative spirit they have always shown are responsible for our present bankruptcy laws. The best we have ever had, but we need certain amendments which are of no interest to them. We must get strong enough to work out our own salvation along these lines.

We need to get strong enough so our officers will have the funds to get out a daily or weekly sheet, notifying our members of all "beats" moving from city to city, buying on credit or passing worthless checks.

Suppose you should be saved \$15.00 in a period of five years in this way, would you not be the gainer?

We can't depend on the Wholesale Credit Men to fight our battles. They will, I am sure, do all they can, but we must organize and co-operate to the end to better credit conditions throughout the United States.

One thing more: I am glad to be in a city where the agency furnishing Retail information is very closely connected with a concern doing most of the collecting. Bad and doubtful accounts being handled in this way strengthens the agency.

I make it a rule to send all of my collections through this channel when possible, believing

I am helping every Credit Man subscribing to this agency, and, at the same time, knowing I can get as good, if not better, service through it.

The agency, I believe, is in a better position to keep track of the debtor and know when the money can be made.

Let us all pull together and see that the Credit Men in our respective home towns join the Retail Creditmen's National Association.

I am sure if we will all get busy and do one-tenth part of the work our President, Mr. Woodlock, and our Secretary, Mr. Richmond, are doing, we will soon be in a position to make the business world sit up and take notice.

R. H. POINDEXTER.

A BENEFICIAL SERVICE COMPANY

Among the members of the Associated Retail Credit Men of Los Angeles the name of the California Commercial Service Co. stands out prominently. This service company is maintained for the benefit of the retail merchants of Los Angeles and Southern California, and furnishes to those merchants employees of the highest caliber, from office boys to office managers.

They have been members of the Association for the past year, and are well known throughout the local organization.

The business men of Los Angeles have found that the highest grade of efficiency and the same careful judgment characterizes the selection of the junior clerk in the office as of the highest executive position. Hundreds of men and women throughout the United States have taken advantage of the opportunity afforded by this service, and we feel justified in saying at this time that their success has been due largely to the hearty co-operation and business spirit shown by the Credit Men of the City of Los Angeles.

UNDERSTANDING WANTED

"Mabel, why do you hesitate to marry me? I get \$30 a week."

"Reginald, you are a good dresser."

"Yes."

"And I'm a good dresser."

"Well?"

"Which will be the good dresser after we are married?"—*Kansas City Journal*.

—Their credit was not good.

"Some people have to be cranked up by the boss every day, others are self-starters."

BAD CHECKS AND SKIPS

George R. Kershaw, formerly manager of Stewart Fruit Company, Minneapolis. Supposed to be in Los Angeles, Cal.

Mrs. L. D. Barrere, formerly of St. Louis, Mo. Supposed to be in California.

Mrs. Lulu M. Reed, formerly of St. Louis; later to Feitus, Mo. Stenographer by occupation. Probably in Chicago with her mother, Mrs. J. B. Grey. Separated from her husband.

George H. Robison, formerly of St. Louis, Mo. Was secretary of the National Plumbing Supply Company.

W. K. Merrick, formerly of St. Louis, Mo. Was president of the United States Steel Ware Company. Probably in East. An expert on granite and enamel wares.

William Lamb, formerly of St. Louis, Mo. Was a salesman for N. K. Fairbanks Soap Company. Probably in Chicago or the Dakotas.

Mr. T. Sweet, formerly of St. Louis, Mo. Was president of the Metal Novelty Company. Last known address was Evansville, Ind. Probably in the East. Owes large number of bills.

A man giving his name as Sam A. Hall and representing himself as the vice president of the Gadson Land and Water company, operating in Arizona, is passing checks on the Tucson National Bank, which bank does not exist.

WHAT NASHVILLE IS DOING

The following is a letter sent to the retail merchants of Tennessee to assist in influencing the legislature to pass the bill which immediately follows the letter:

Today the House Judiciary Committee recommended for passage House Bill 104. Copy is enclosed to you. All wholesale and retail merchants, likewise the banks, that are familiar with the provisions of said bill favor its enactment into Tennessee law.

Nashville merchants alone suffer monthly the actual loss of moneys on 100 bad checks; likewise other merchants lose throughout the state.

We want a law that will prove a deterrent, and make it almost prohibitive, and believe this bill meets our wants.

Sit down and write your members in the Tennessee House and Senate to support House Bill No. 104 when same is up for third and final reading and passage.

This requires immediate action on your part

as the bill will be up for passage by January 27, 1915.

Expecting your strong influence and support on this measure, we are respectfully,

R. H. POINDEXTER, Pres.,
CHARLES HIRSHBERG, Com.
FERD KUHN, Com.
W. B. MARR, Com.
J. A. SULLIVAN, Com.

House Bill No. 104, referred to above, is as follows:

An Act making it unlawful to obtain money, merchandise, property, credit, or a thing of value, by means of a check, draft or order for the payment of money, where the maker or drawer has not sufficient funds in, or credit with bank, depository, person, firm or corporation, for the payment of same, providing a penalty for violation thereof.

Section 1. Be it enacted by the General Assembly of the State of Tennessee, that it shall be unlawful for any person or persons with intent to defraud by obtaining money, merchandise, property, credit or thing or things of value, although no expressed representation is made in reference thereto, to make, draw, utter or deliver any check, draft, or order for the payment of money upon any bank, depository, person, firm, or corporation, knowing at the time of such making, drawing, uttering or delivering, that he, the maker or drawer, has not sufficient funds in, or credit with such bank, depository, person, firm, or corporation, for the payment of such check, draft or order in full, upon its presentation.

Section 2. Be it further enacted that the person or persons, holding such check, draft or order upon which payment has been refused by the bank, depository, person, firm, or corporation, upon which it was drawn, shall give notice in writing to the person or persons who had made, drawn, delivered, or uttered such check, draft or order of such dishonor, and that such holder or holders, may, after five days, commence prosecution under the provisions of this Act.

Section 3. Be it further provided, that such person or persons, making, drawing, uttering or delivering such check, draft, or order, which has been dishonored by the bank, depository, person, firm or corporation upon which it was drawn and so held for the period of time as aforesaid, shall, upon conviction be fined not less than one hundred dollars (\$100.00) nor more than one thousand dollars (\$1000) to which may be added imprisonment in County

Workhouse for not less than six months or more than two years in the State Prison. The making, drawing, uttering or delivering of such check, draft or order, as the aforesaid, shall be prima facie evidence of intent to defraud. The word "credit," as used herein, shall be construed to mean an arrangement or understanding with the bank, firm, depository, or corporation, for the payment of such check, draft or order.

ACTIVITY IN ST. LOUIS

St. Louis.—The Retail Credit Men's Association of St. Louis Reports Great Activity.—A combined regular monthly and annual meeting of the Retail Credit Men's Association of St. Louis was held at the American Annex January 12, 1915, close to 75 members being present.

Mr. Edward F. Hagemann, who has served our association so ably during the past four months as successor to our good friend and now national president, David J. Woodlock, was unanimously re-elected to fill this most important and honorable position during the year of 1915. Mr. Hagemann is so well and favorably known in St. Louis credit circles that he needs no further introduction.

Mr. Oscar H. Stephan, secretary of the Stephan Coal Co., one of the most reputable concerns in this city, was selected as vice-president and the members surely made no mistake, as Mr. Stephan is a hustling young business man, being "big" of heart, mind and physique.

The funds of the organization will again be most carefully guarded for another year by the good-natured, irrepressible Sig. Wolfort, who has the honor of representing St. Louis on the National Association Board of Directors.

Mr. Noble R. Jones will again "pay the freight" and assume the duties of secretary for 1915.

The following well-known credit men were elected members of the executive committee to serve with the officers:

Mr. John G. Stauffer, Hess & Culbertson Jewelry Co.; Mr. Clarence F. Jackson, Famous & Barr Dry Goods Co.; Mr. J. C. O'Brien, Reid Shoe Co.; Mr. F. J. Dicks, Browning, King & Co.

An amendment to the constitution was carried increasing the annual dues.

Resolution also passed that this association would stick to the National Association as a body, and work hard as individuals for its success.

CREDIT NEWS

Los Angeles.—Annual High Jinks of Retail Credit Men—Movement to Obtain Federal Trades Commission Appointment for Secretary H. B. Richmond.—Business was outlawed at the annual high jinks of the Associated Retail Credit Men's Association, held at the Jonathan Club recently. A program of seasonable talks by several notable speakers served to lend zest to the happy occasion.

It became known at the gathering that H. B. Richmond, secretary of the national organization, is being boomed strongly for appointment on the newly created Federal Trades Commission. Many Senators and Congressmen, it is understood, will indorse Mr. Richmond for a seat on the commission. Mr. Richmond is head designer for A. K. Brauer & Co., who operate two large merchant tailoring establishments in this city. He also is editor of the Credit World, the official organ of the national body, and is widely known in retail credit circles.

Kansas City, Mo.—Credits Reported on Sounder Basis Than for Years—No Change in Terms, but Strict Adherence to Terms Is Insisted Upon.—Kansas City jobbers are generally starting the new year with credits on a sounder basis than they have been for years. There has been no widespread change in terms—in fact, the terms are the same in all cases, but these terms are being much more strictly adhered to.

In one or two instances firms that had been carrying customers almost indefinitely have made radical modifications in their attitude and are no longer allowing large accounts to drag along at a steady high level.

Other firms are merely reducing their number of slow accounts, making plain that the terms 2 per cent in 10 days, net in 30, or whatever they make, are the terms of settlement, but in a few exceptional cases perhaps not pressing the customers.

It is said that Kansas City is now in a very much better position in the matter of credits than either St. Louis or St. Joseph, where it is reported that the usual terms are not strictly insisted upon. The Kansas City territory is perhaps in better shape than some others, and consequently better able to respond to the stricter attitude.

It is reported that some Kansas City concerns have during the past year practically withdrawn from Southern Oklahoma and are not planning to re-enter immediately, confining their efforts to the districts where financial conditions are less disturbed.

Philadelphia—Credit Men to Take Wives to Last Noonday Luncheon of Present Series.—The last noonday luncheon of the Philadelphia Association of Credit Men, which will be held at the Hotel Adelphia on February 23, will be somewhat of a novel affair, at least so far as the local association is concerned, as it will be "ladies' day," when the members will be accompanied by their wives. The only speaker on this occasion will be Edward J. Cattell, who will speak especially for them. Considerable discussion of having a meeting at which the members should be accompanied by their wives has occurred from time to time, but this will be the first time it has actually been tried by the local association.

New York—Chase National Bank Now at 57 Broadway.—The Chase National Bank is now occupying its new quarters at 57 Broadway.

Hannibal, Mo.—Credit Association Formed Here.—A credit association has been organized here. More than 100 local merchants and professional men are members and the purpose is for the bettering of trade conditions. The elimination of the custom of giving credit to persons who are depriving other merchants of remuneration is the idea of the new body. John J. Brown is president.

Detroit.—Referee Joslyn Goes East to Study Bankruptcy Methods.—Lee E. Joslyn, referee in bankruptcy, left last Saturday for Eastern cities, including New York, Syracuse and Rochester, to study methods by which bankruptcy court matters are handled in other cities. George A. Marston, referee at Bay City, Mich., will have charge of the Detroit office during his absence. The main purpose of Mr. Joslyn's trip will be to study the New York bankruptcy court, which has a public auctioneer. The Detroit bankruptcy court is considering a plan to hire a public auctioneer, believing that large amounts could be saved by creditors of insolvent concerns if sales of the assets were made by experienced agents.

Utica, N. Y.—Credit Men's Standing Committees.—President Irving L. Jones, of the Utica Association of Credit Men, has named the standing committees for the year. E. M. Riggs, credit man for Brandegee, Kincaid & Co., is chairman of the committee on banking and currency. W. W. Lowery, of the Avalon Knitwear Co., is a member of the committee. George W. Oatley, of the Utica Knitting Co., and Slater Laycock, of the New York Mills, are on the committee on legislation, and J. G. Jones, of the Roberts-Wick Co., clothing, on entertainment.

New York.—Daughter of Member to Sing at Dinner of New York Credit Men's Association.—Miss Isabelle Wust, daughter of W. M. Wust, credit manager for Peierls, Buhler & Co., has accepted an invitation of the New York Credit Men's Association to sing at the annual midwinter meeting and dinner of the New York Credit Men's Association at the Hotel Astor on January 21. Miss Wust, whose father is active in the affairs of the organization, is an accomplished vocalist.

Early reservations indicate a large attendance at the dinner.

New York.—Creditors' Audit and Adjustment Association Elects Officers and Directors. With a good representation of its 87 members present, the Creditors' Audit and Adjustment Association at a meeting held recently at its offices in the Hartford Building, on Union square, re-elected Holmes J. Corbett, of Fred Butterfield & Co., Inc., president of the body. H. E. Remsen, of Samuel Eiseman & Co., was elected first vice-president; William Sage, Jr., of N. Erlanger, Blumgart & Co., second vice-president, and J. Thornley Neff, of John H. Meyer & Co., treasurer. The directors for one year are: L. L. Hopkins, of Broadway Trust Co.; Charles Compton, of Brown, Durrell Co.; R. W. Hilles, of the Amoskeag Manufacturing Co.; James Clark, of Sol. Friedman & Co., and W. F. Egelhofer, of Henry Glass & Co.

For directors for two years: Stephen D. Conger, of Edward McConnell & Co.; F. X. McMahon, of King, Beals & Co.; Henry Von Dohln, of Hess, Goldsmith & Co.; Robert H. Vorck, of C. Bahnsen & Co., and H. Simonson, of the Nonotuck Silk Co.

The election of officers was the only business transacted, the meeting being adjourned to a future date to hear the reports of the officers and committees.

Wheeling, W. Va.—Credit Men Prepare Bill Against Credit Misrepresentation.—The legislative committee of the West Virginia division of the National Credit Men's Association have prepared a bill making it a serious offense to obtain credit by false statements.

Rochester, N. Y.—Lawyers Protest Against Ruling About Allowances in Bankruptcy Cases.—A vigorous protest against the recent ruling of Judge John R. Hazel of the United States District Court in regard to allowances in bankruptcy cases has been made by several prominent lawyers in Rochester who handle such cases. As reported, the ruling not only affects lawyers, but the receivers and trustees as well.

It is said by some of the lawyers that the ruling will have a decided tendency to stop the rigid investigation formerly conducted by attorneys, and that consequently assets will often be successfully concealed. In such a case the loss will naturally include the creditors also. The main opinion is that the right to determine the amount allowed should not be taken from the hands of the referee, who is better able to judge the amount due for the work performed.

The right to appeal to Judge Hazel for extra compensation is included in the ruling, but many of the lawyers do not feel that they can give the time and expense to go to Buffalo, inasmuch as, even then, they cannot impress Judge Hazel with the amount of work entailed, because he cannot devote so much time to individual cases, and they prefer to cross off the difference rather than to take the chance of getting the extra money.

The ruling, it is said, will affect only the young, struggling lawyers, who handle cases involving small amounts, and not those where large sums are involved. The decision comes at an unfortunate time for Rochester, as the referee and the Credit Men's Association have been successful in getting creditors to attend the meetings, and out of 300 cases but one is recorded where a difference in the referee's allowance has been made. It is now the opinion that things will be brought to a point where the referee will have to appeal to lawyers to take small cases in justice to creditors.

Non-Notification Discount Companies Again Protest Against Proposed Model Bill of National Association of Credit Men to Regulate Hypothecation of Outstanding Accounts.—Again protesting against the proposed model statute to regulate the assignment of outstanding accounts, prepared by Julius Henry Cohen for the National Association of Credit Men, A. E. Duncan, of the Commercial Credit Co., of Baltimore, and 10 other non-notification discount companies whose opposition to the proposed measure was published in detail in Eastern papers on December 14, have issued throughout the country another broadside against the contemplated law, and suggest as an amendment the introduction of a bill providing that every transfer of accounts receivable, whether notice is given to debtors or not, shall be void as against creditors unless the transfer shall be registered within five days from the date of the first transfer.

The non-notification companies opposing the National Association of Credit Men's bill are the Commercial Credit Co., the Manufactur-

ers' Finance Co., the Finance & Guaranty Co., the Mercantile Security Co., all of Baltimore; the National Trust & Credit Co., the Mercantile Trust Co., the Commonwealth Commercial Co., of Chicago; the National Discount Co., and the American Commercial Co., of Cleveland; the Home Bond Co., of Indianapolis, and the Commercial Credit & Investment Co., of St. Louis. They say they believe the danger in the statute proposed by the National Association of Credit Men lies in what is not shown and said, rather than what is set forth therein.

"Comparison is made in the bill submitted to the 'bulk sales law,'" say the non-notification discount companies. "This law was created for criminals and was not intended to govern the transactions of honest and legitimate business concerns. The suggestion in such a comparison is not, to say the least, complimentary to the bankers referred to, who do a business of several hundred million dollars annually." It is set forth that the commercial bankers and discount companies are divided into two classes—notification and non-notification companies, the difference being "that the former usually demand all of a firm's business for a stated time and give notice of assignment of the account on the invoice or statement sent to the customer," whereas the non-notification company, it is set forth, does not obligate a firm either as to volume or time, and "does not disturb a firm's relations with its customers by giving such notice of assignment, but permits the firm to collect the accounts for the company."

The notification companies signing the pamphlet say they do an annual business of \$65,000,000 to \$75,000,000 out of a total of at least \$100,000,000 of assigned accounts, with intelligent manufacturers and jobbers. Their entire experience, the companies say, does not disclose a single case of fraud along the lines suggested by the credit men's bill, and yet, they add: "We have done business amounting to several hundred million dollars on a plan which the proposed bill will prohibit." They also point out that there are almost no notification companies outside of New York City and practically no non-notification companies in New York City, but that the out-of-town companies are fast getting many millions of business annually from firms in New York City and state.

"The frequent use of the term 'secret transfer' in the proposed statute," the circular continues, "casts an odium on the business only of the non-notification companies. The privacy

of these transactions is very much like the privacy to which firms are accustomed in negotiating loans with banks and others in the ordinary way, which certainly is more desirable than indiscriminate publicity. Why should not these transfers be secret as far as debtors are concerned? Suppose," adds the circular, "a firm in Boston assigned its accounts to a notification company, which, to protect itself and not to protect creditors, gives notice thereof on the invoices sent to debtors—not creditors. Just how can creditors in New York and elsewhere hope to learn of this assignment except by merest chance? We protest that this bill as drawn does not provide full protection to creditors. The practical result is, the non-notification company must abandon its well-established policy and adopt the method used by the notification company, which does not have to change its present method. This is class legislation, certainly not intended by credit men."

The non-notification companies then suggest a bill providing that every transfer of accounts receivable, whether notice is given to debtors or not, shall be void as against creditors, unless the contract is registered within five days from date of the first transfer of accounts, and that every transfer of account made within 30 days after such registration shall be presumed to be fraudulent and void as against creditors if failure should occur within said period. Such a bill, the non-notification companies continue, would bring all assigned account business to light instead of only a small portion, and would give full protection to all creditors of any firm dealing either with a notification or non-notification company.

"It will give creditors only one place to go to," they say, "and an easy method of finding out if any concern is assigning its accounts, and any case of failure will give all companies clear title to their accounts without delay, and also eliminate a fraud risk."

Boston.—Annual Meeting of Local Credit Men's Association Held on January 12—Election of Officers the Chief Business Transacted.—The eighteenth annual meeting of the Boston Credit Men's Association, for the election of officers and the transaction of other business was held at Young's Hotel on Tuesday evening, January 12. The dinner was served at 6 o'clock and the business meeting took place prior to the speaking.

The committee in charge of arrangements for the gathering consisted of: H. G. Cressinger, J. J. Devereux, Charles B. Alden, W. S. Young and R. T. Millett.

The speakers for the occasion were Hon. Herbert Parker, whose subject was "Some American Viewpoints," and Thomas E. Stutton, of Louis Wolf & Co., Boston, wholesalers of fancy goods.

The nominating committee, composed of William D. Harvey, chairman; Walter F. Tilton, William F. Burdett, Charles E. Adams and Willard H. Thayer, had prepared the following list:

Terms Expiring January, 1917

FOR DIRECTORS

John R. Ainsley, John R. Ainsley & Co.; Austin H. Decatur, Decatur & Hopkins Co.; Carl Dreyfus, Jacob Dreyfus & Sons; Charles Fletcher, Cumner, Jones Co.; Henry H. Greene, The Walter M. Lowney Co.; Frank C. Hatch, Simons, Hatch & Whitten Co.; John J. Hennessey, Thomas Kelly & Co.; Fred L. Howard, C. A. Browning & Co.; Harry H. Humphrey, Brown, Durrell Co.; William M. Morgan, attorney-at-law; George C. Morton, Carpenter-Morton Co.; Harry N. Milliken, Jones, McDuffee & Stratton Co.; Henry W. Patterson, Smith-Patterson Co.; Arthur P. Stone, Commonwealth Trust Co.; Milton S. Thompson, The Stork Co.; William Q. Wales, Brown-Wales Co.

Terms Expiring January, 1916

FOR TREASURER

Harry N. Milliken, Jones, McDuffee & Stratton Co.

FOR CLERK

Herbert A. Whiting.

Chicago.—S. J. Whitlock Appointed Chairman of Transportation Committee for Salt Lake City Convention of National Association of Credit Men.—S. J. Whitlock, of Belding Bros. & Co., has been appointed chairman of the transportation committee for the convention of the National Association of Credit Men to be held at Salt Lake City next June. It is the plan of the committee of which Mr. Whitlock is chairman to have a special train conveying all the Eastern delegates to Salt Lake City, with the provision to convey them after the convention to the Panama Exposition.

New York.—First-of-Year Financial Statements Analyzed by Mercantile Agency Men—Average Clothing Statements Top-Heavy, They Say—Cloak and Suit Statements Show Conservatism.—Some interesting comparisons are being made by mercantile agency men of the early first-of-the-year financial statements being received from different trades, with those of a corresponding period a year ago.

Taking the statements of six well-known clothing manufacturing organizations in this city as an average, the mercantile agency men familiar with this branch say the figures reveal a more top-heavy condition than at the beginning of 1914 in that a larger stock is now carried in proportion to the amount of outstandings. The value of the outstandings, it was also pointed out, is considerably more problematical at the present time than a year ago, because of conditions, particularly in the South where two of the clothing houses in question do a large business. These specific clothing statements also show that their line of accommodation at their banks has reached the limit, although in one statement the reduction of bank loans by \$100,000 since the statement was made is referred to.

Statements from half a dozen representative cloak and suit manufacturers, the agency men say, show a conservative business with reduced stocks, due largely to careful buying because of the uncertainty in the style situation early this season. While the statements show smaller liabilities, there are no material increases in profits shown.

The statement was made by a veteran agency man, who reports the woolen jobbing trade, that not more than half a dozen jobbers have made money this year, and the explanation was advanced by a reporter in the cotton shirt trade that the depreciation in the value of the raw material has operated against a larger surplus for manufacturers in this line.

One well-known credit man who admitted the analyzing of financial statements was going to be a difficult job this year said the credit men were confronted with the problem of determining whether an account which formerly liquidated promptly but is now running anywhere from a one to three months slow is going backward commercially or is merely subjected to adverse conditions temporarily.

New York.—Bankruptcy Receiver Objects to Charges for Fire Insurance, and Saves Creditors Some Money.—John L. Lyttle, who, in the textile lines at least, has the reputation of administering bankrupt estates as economically as it can be done by receivers, tacked another wedge into said reputation recently by causing the Insurance Department of the State of New York to reduce the amount of premiums charged for insuring the stores of Rozofsky Bros. against fire for the two months he was in charge as receiver.

Rozofsky Bros. had stores at Jeffersonville and Liberty; as receiver Mr. Lyttle placed insurance with three companies for two months.

He received a bill for \$232.50, which opened his eyes. He took the matter up with the Insurance Department and the case was referred to the Chief Examiner, who handed down a decision to the effect that the insurance companies had discriminated unfairly and directed the companies concerned to reduce their premiums to \$70.87 under section 141 of the insurance laws.

New York.—Test Case to Determine Scope of War Tax Statute Under Consideration by Federal Judges.—The application presented before Judge Hough in the United States District Court last week, as noted, to test the application and scope of the war tax statute, which was argued before Judge Augustus N. Hand, is now under consideration by the judges of the court, and it is expected a ruling will be made in a few days.

After hearing a brief argument on the case by Daniel P. Hays, of Hays, Hershfield & Wolf, in support of the motion, and Assistant District Attorney Barnes in behalf of the government, Judge Hand voiced the opinion that he considered it desirable to confer with his associates and have all of the District Judges pass on the question.

The petitioner, who was trustee in bankruptcy of the estate of Hawley & Alford, contends he was compelled to affix a war tax stamp of 25-cent denomination on powers of attorney and a 10-cent stamp on certified copies of the order approving the trustee's bond, and it is to test this application of the statute by Referee Dexter that the motion was presented.

Mr. Hays and Henry H. Kaufman, who commenced the proceeding, urged that the statute is not broad enough to require the use of war stamps on documents of this description, and the United States District Attorney's office opposed the application only in a technical sense with the object of obtaining a ruling on the interpretation of the law.

Consequently, it is practically certain that the question will be carried to the United States Circuit Court of Appeals and finally to the Supreme Court of the United States. Briefs have been submitted to complete the record for review of the decision by the higher courts.

Kansas City, Kan.—Court to Decide Whether Credit Rating Is Conspiracy.—A case of unusual interest to credit men, associations and business interests in general, is being contested in court here by the Retail Grocers' Association of Kansas City, defendants, and George S. Kendricks, a contractor, who is appearing as the plaintiff in a suit involving the

legality of credit rating. The plaintiff, who claims to have been damaged to the extent of \$5000 through the circulation of the association's rating book, charges in his suit for this amount that the publication of a credit rating system by an association for the benefit of its members is conspiracy.

It is alleged by the complainant that the grocers posted him in their credit rating book as "unsatisfactory" in connection with the length of time within which he paid his bills. Each member of the association has been named individually as a defendant in the case. Interest in the outcome of the suit is being shown by associations everywhere on account of its bearing on the question of the lawful right of merchants' associations to list slow-pay customers in such manner.

New York.—Gilbert, Lauterstein & Gilbert Succeed A. S. Gilbert.—Attorney A. S. Gilbert has admitted to partnership Francis Gilbert and Leon Lauterstein, and the firm, whose offices are at 43 Exchange place, will hereafter be known as Gilbert, Lauterstein & Gilbert.

Stoughton, Wis.—New Credit Association Organized.—The Stoughton Credit Association has been organized here with the following officers: President, W. H. Kropf; vice-president, Thomas Oscar; secretary and treasurer, Donald MacInnes.

Bradstreet's on the 1914 Failure Record.—Commenting on the business mortality of the year just past, Bradstreet's states that the 1914 failure record was an unfavorable one, the poorest in history, in fact, as regards number, while the liabilities of failing traders have only been exceeded twice before since Bradstreet's totals were first compiled. According to their record, there were 16,759 failures, a total 15 per cent in excess of 1913 and 8 per cent in excess of 1893, the hitherto record year. Liabilities of failing traders, they say, aggregated \$362,235,312, a total 22.7 per cent larger than in 1913, but 5.5 per cent smaller than in 1907 or 1893, the years of evil preeminence in failure damage.

Following are some comparisons:

Year.	Number.	Assets.	Liabilities.
1914....	16,759	\$199,921,905	\$362,235,312
1913....	14,553	160,700,000	295,600,000
1908....	14,014	168,400,000	295,900,000
1907....	10,265	287,900,000	383,700,000
1896....	15,094	147,800,000	246,900,000
1893....	15,508	231,500,000	382,100,000

"It of course needs to be observed that there are more people in business than in some of these earlier years, and that within reason fail-

ure loss tends to increase as the number in business enlarges." In making this explanation for the increasing failures, they add: "Thus, there are 65 per cent more people in business now than in 1893, while the number of failures is 8 per cent greater. The increase in number in business, as compared with 1908, is 17 per cent, while the number of failures is 19 per cent larger."

THE RETAIL CREDITMEN'S NATIONAL ASSOCIATION

Constitution and By-Laws

Name

ARTICLE I

Section 1. This organization shall be known as The Retail Creditmen's National Association.

ARTICLE II

Objects

The objects of this Association are as follows:

Section 1. To bring its members, throughout the United States, into closer relationship for the purpose of interchanging ideas, methods and information, and rendering mutual assistance.

Section 2. To assist in the organization and successful conduct of local retail credit associations.

Section 3. To promote better acquaintance and clearer affiliation between the creditmen, and local association, and the rating bureaus.

Section 4. To disseminate at regular and frequent intervals, literature bearing on the subject of retail credits.

Section 5. To concentrate effort, and thereby have at command a more powerful influence in matters of legislation and law enforcement.

ARTICLE III

Membership

The following shall be eligible to members, namely:

Section 1. Individuals, firms, corporations, in good standing, selling at retail on a credit basis.

Section 2. Representatives of such firms and corporations, whose duties involve credit work.

Section 3. Regularly established retail bureaus or their representatives.

Section 4. It is understood that at the third National Convention of this Association, the Board of Directors shall have prepared a plan by which the organization of this Association

shall be altered to one of representation of local organizations in which each organization shall have a proportional voice, creditmen in cities having no creditmen's association losing their active and voting membership, but qualified to be associate members.

ARTICLE IV

Officers and Boards

Section 1. The officers of the Association shall be a President, a Vice-President, a Secretary, and a Treasurer. There shall be elected at each annual meeting not less than four or more than eight members, who with the President shall form the Board of Directors, the members of which shall serve for a term of one year or until their successors are elected and qualified.

Section 2. The first annual election shall be held on August 21st, 1912, and succeeding elections at each regular annual meeting.

Section 3. At the first annual meeting, or as soon thereafter as possible, there shall be appointed by the President a Board of Council, to consist of not less than fifteen members, no two of whom shall be from the same city or town, who shall hold office until the election of their successors. At the second and subsequent annual meetings the Board of Council shall be elected.

Section 4. Vacancies in the Board of Council shall be filled by the President by written appointment filed with the Secretary, and such appointees shall hold office until the next regular election.

Section 5. There shall be elected by the Board of Council immediately after its appointment or election, from its members, a chairman, who shall preside at its meeting. The Secretary of the Association shall be ex-officio Secretary of the Board of Council.

Section 6. There shall be appointed by the chairman of the Board of Council, at the convention, an auditing committee of three members.

Section 7. Vacancies in the sub-committees of the Board of Council shall be filled by its chairman by appointment in writing filed with the Secretary of the Association.

ARTICLE V

Duties

Section 1. The President shall perform the usual duties of the office, and such other duties as are placed upon him by the by-laws. He shall sign all certificates of membership. He shall have the casting vote in case of a tie. He shall be ex-officio a member of all committees.

Section 2. The Vice-President shall perform the duties of the President in his absence or inability to act.

Section 3. The Secretary shall keep the minutes of the Association and of its Directors and of its Board of Council. He shall serve all notices of the Association, and of its Board of Council. He shall have custody of all documents and records of the Association not otherwise especially committed to other members or officers. He shall countersign all certificates of membership and perform such other duties as are usual to his office and not otherwise especially delegated. He shall keep books of account and attend to the collection of all dues from members, and other indebtedness to the Association. He shall immediately pay over to the Treasurer all moneys coming into his hands, taking a receipt therefor. He shall lay before the Directors all communications received in relation to the affairs of the Association, and submit to them all bills and demands against the Association. He shall draw warrants on the Treasurer for the payment of such sums as shall be approved by the Directors. He shall give such bonds as may be required by the Directors.

Section 4. The Treasurer shall have custody of all funds of the Association and deposit the same in such bank as the Board of Directors may designate. He shall pay all bills by check, only on vouchers signed by the Secretary and countersigned by the President. He shall keep books of account and render at each meeting a statement of the finances of the Association. He shall perform the usual duties of the office and such other duties as are placed upon him by the by-laws. He shall give such bonds for the faithful performance of his duties as are required by the Board of Directors.

Section 5. The Board of Directors shall have full power to manage the affairs of the Association.

Section 6. It shall be the duty of each member of the Board of Council to look after the welfare of the Association in his immediate district (the boundaries of which shall be designated by the chairman, and filed with the Secretary), to express in writing his respective observations and recommendations which may aid the Directors, to secure application for membership from all eligibles in his district, and in general to promptly report to the Secretary all matters of interest in his district, so that the Secretary, through these reports and communications from the various members of

the Board of Council, may keep in constant touch with the entire field.

Section 7. The auditing committee shall audit the books of the Association at least once a year, and at such other times as they may deem necessary. The report of each audit shall be made in writing and spread upon the records of the Association.

ARTICLE VI

Membership

Section 1. Applications for membership shall be made on the regular application blank of the Association, signed by the applicant and accompanied by the membership fee and annual dues, which will be returned in case the application is not accepted.

Section 2. No application shall be accepted without the endorsement of some member of the Board of Council.

Section 3. Immediately upon acceptance of each application, a certificate of membership, signed by the President and countersigned by the Secretary, shall be issued.

ARTICLE VII

Fees and Dues

Section 1. The membership fee in this Association shall be \$1.00 for each member, until 500 members have been enrolled, who shall be known as charter members, and the annual dues, payable yearly in advance on or before the annual meeting, shall be \$3.00 for each member.

ARTICLE VIII

Annual Meetings

Section 1. The first meeting of the Association shall be held on August 21st, 1912. All succeeding annual meetings shall be held at a time and place to be selected by the Board of Council at least six months in advance of such meeting.

Section 2. The Secretary shall give all members written notice, at least thirty days in advance of the time and place of each annual meeting.

ARTICLE IX

Special Meetings

Section 1. A special meeting of this Association may be called by the Board of Directors by serving a written sixty days' notice setting forth the object, time and place of such meeting. Any fifty members who are residents of not less than ten separate cities or towns may request the Directors to call a special meeting, and if the Directors neglect to do so for a period of thirty days after such request, then these fifty members may call said special meeting. No business except such as is stated in the call shall be taken up at any special meeting.

ARTICLE X

Board of Directors' Meetings

Section 1. The Board of Directors shall meet at such times and places as the President may direct upon fifteen days' notice to each member in writing, mailed to his last known business address.

ARTICLE XI

Quorum

Section 1. A majority of all the members of this Association shall constitute a quorum for the transaction of business, and a majority of the members of each board and committee shall constitute a quorum for their respective bodies.

ARTICLE XII

Amendments

Section 1. These by-laws may be amended at a regular annual meeting, or at a special meeting called for that purpose. At or before the second annual meeting, amendments may be made by a majority vote of the members present. After the second annual meeting a two-thirds vote of all the members present shall be required to amend.

Section 2. No amendments shall be acted upon at any meeting unless a copy of the proposed amendments signed by the member who desires to make such amendment is served upon each member of the Board of Directors at least thirty days before said meeting.

ARTICLE XIII

Voting

Section 1. Members may be represented at all meetings of the Association, either in person or by proxy. All proxies shall be in writing and must be filed with the Secretary at or previous to the time of meeting.

Section 2. No member shall be entitled to vote at any of the meetings of this Association, either in person or by proxy, unless said member has paid all dues and fees standing against him at the time he offers to vote.

HELP WANTED—MALE

Buyer and department manager for large general merchandise store in the middle west. Position requires man 30 to 38 years of age, married, whose references as to ability and integrity are unquestionable. Salary to start \$1400 to \$2000 per annum.

Superintendent for large manufacturing company of cotton seed oil and compound. Prefers a man from a small packing plant or cotton seed oil refinery, who has a thorough knowledge of general business; must be organizer and thorough judge of men, with initiative and ingenuity. \$200 to \$500 per month.

SITUATION WANTED—FEMALE

A young woman of initiative ability and efficiency is open for an engagement in Los Angeles or vicinity. Has had 14 years' experience as assistant to the secretary of one of the largest importing and exporting hardware and cutlery concerns in America. Is a first class stenographer; understands some bookkeeping; a woman of judgment and wide experience. Can furnish very highest California references as to character, training and ability. Address Business, Care of Retail Credit Men's National Association, 345 South Spring St., Los Angeles.



THIS BULLETIN is published monthly, and contains matters of interest to every retail credit man. It alone is worth the cost of your annual dues in our Association. It may save you ten times that amount by the fact it has given you ideas regarding credit systems which you can apply to your own office. It may put you "wise" to some fraudulent check schemes or give you the address of a "skip." Aside from this, it is your duty as a credit man to increase the efficiency of your profession. If you are a member, "Boost." If you are not, join immediately. Send your application to H. B. Richmond, National Secretary, A. K. Brauer & Co. Building, 345 S. Spring St., Los Angeles, Calif. We want 10,000 members by August, 1915.

Membership, including subscription to the Credit World, \$3.00.

RETAIL CREDIT MEN'S NATIONAL ASS'N.



APPLICATION BLANK

Cut on dotted line and mail to

H. B. RICHMOND, Secretary
A. K. Brauer & Co. Building, 345 South Spring St.
LOS ANGELES, CALIF.

CO-OPERATION

.....191.....

Retail Credit Men's National Association

Enclosed find Three Dollars in payment of one year's dues in your organization. It is understood that \$1.50 of this amount is for one year's subscription to the CREDIT WORLD.

If this application is accepted, I agree to do what I can to bring about the objects of the Association as stated in the By-Laws.

Name.....

City and State.....

Recommended by

.....

.....

Member Board of Council

ENTHUSIASM

GOOD FELLOWSHIP

LOYALTY

Members! Attention!

A few more months and we shall see what the efforts of the members of our organization shall be able to accomplish.

The date of the convention is closing in on us, and we still need many members to make the convention an epoch in the history of the retail merchants.

I want each member to write me a personal letter, preferably one with an application of a new member inclosed, telling me what the association can expect through your efforts.

A duty confronts you, to which you obligated yourself, when you became a member, as you will note from the application blank.

Now is the time to sacredly perform that duty.

What will you do?

H. B. RICHMOND, National Secretary.
345 South Spring Street, Los Angeles, California.

